

## ILO Project: Cooperative Support Programme for Palestine (CSP-OPT) RFP 007-2024

<b>TOR Name</b>	<b>Enhance Marketing and Production Capacities of Agricultural Food Processing Cooperatives in the West Bank for Improved Product Quality and Marketability</b>			
<b>Country</b>	Occupied Palestinian Territory	<b>Project Code</b>	PSE/19/01/ITA	
<b>Duration</b>	From	27/01/2025	to	15/05/2025

### I. PROJECT BACKGROUND AND OBJECTIVES

The cooperative sector in the Occupied Palestinian Territory (OPT) has a long and significant history, with its roots dating back to the 1920s and the introduction of the first Cooperative Law in 1933. This law facilitated the growth of cooperatives in key sectors such as agriculture, transportation, and consumption. Despite facing considerable political and economic challenges over the years, cooperatives in the OPT have played a vital role in mobilizing local resources and meeting the needs of communities.

As of 2019, 866 cooperatives were registered with the Cooperative Work Agency (CWA) across the West Bank and Gaza, primarily focused on agriculture and housing. However, many of these cooperatives struggle with governance and management, operating within a complex legal and regulatory framework compounded by political instability, restricted movement, and limited access to land and resources. In addition to these management challenges, cooperatives also face significant issues related to quality control, food processing methods, and marketing strategies. These challenges hinder their ability to compete effectively in the market and deliver high-quality products. Despite these obstacles, cooperatives remain crucial actors in supporting local economies, creating jobs, and providing access to markets, resources, and financial services, especially in rural and marginalized areas. Our intervention aims to address these critical challenges by enhancing management practices, improving food processing techniques, and developing effective marketing strategies. Cooperatives also played a crucial role in promoting solidarity and empowering marginalized groups such as refugees, women, and youth. According to an ILO bulletin<sup>1</sup>, employment in most economic sectors is expected to decline, with the exception of the agriculture sector, where job levels are anticipated to remain stable. Given that more than 50% of registered cooperatives operate within this sector, it serves as a vital buffer against job losses in other industries, highlighting the urgent need for continued support.

For over a decade, the ILO has been a vital supporter of the Palestinian cooperative movement, helping on both macro and micro levels. This support includes helping develop cooperative sector strategies, drafting new cooperative legislation, and promoting cooperatives led by youth and women. With its office located in Jerusalem and a broader regional network, the ILO collaborates with a range of national and international partners to foster the growth of cooperatives in the OPT.

The ILO's "Cooperative Support Programme"- (CSP) funded by the Italian Agency for Development Cooperation (AICS) and implemented as part of its "Be the Impact" initiative, seeks develop Palestinian cooperatives and social entrepreneurship to boost sustainable development in the OPT.

#### Project objectives:

1. Establishing a conducive institutional, legal, and administrative ecosystem for the development of cooperatives.
  2. Developing appropriate structures, systems, and tools to provide effective technical and training support services to cooperatives.
- Promoting new forms and types of cooperatives in Palestine.

<sup>1</sup> [Impact of the escalation of hostilities in Gaza on the labour market and livelihoods in the Occupied Palestinian Territory: Bulletin No. 2 | International Labour Organization \(ilo.org\)](#)

Through partnerships with the Cooperative Work Agency (CWA), various cooperative unions, and other sector partners, the CSP works to enhance governance, leadership, and technical capacities within the cooperative sector. Notably, the CSP has established an MoU with the World Food Programme (WFP), aiming to support the marketing of products from local women-led cooperatives. This intervention enhances cooperative capacities in food processing, improving product quality and quantity to boost competitiveness in local markets. It also empowers women by addressing structural barriers, such as restricted movement. As part of this partnership, products from ILO supported cooperatives are integrated into WFP's food assistance programs and sold in various shops and cooperative selling points, with potential for future expansion and replication.

## II. ASSIGNMENT BACKGROUND AND OBJECTIVES

### Background

The CSP has provided key support in areas such as developing cooperative strategies and legislation, fostering a more conducive environment for cooperatives, and conducting capacity-building initiatives to enhance governance and business management within cooperatives. The ILO activities on cooperatives are guided by [ILO Promotion of Cooperatives Recommendation, 2002 \(No.193\)](#), with the ILO's Policy guidelines for the promotion of decent work in the agri-food sector, 2023<sup>2</sup> is a reference tool for the sector, including on improving access to markets.

The ILO has employed its cooperative development tools across the cooperative sector, providing coaching and technical capacity building to regulators such as the CWA as well as the various cooperative sectoral union. The ILO- WFP partnership has further enabled market access and growth for cooperatives, with support delivered through both hard and soft components. The cooperatives benefitting from this support include Dora Cooperative for Food Processing (Dora), Al-Sanabel Cooperative Society for Agricultural Production and Services (Halhoul), Al-Mentar Cooperative Society for Livestock Development (Yatta).

The soft component involves ILO visits to ensure each cooperative met WFP's technical requirements. Detailed situation analyses assess inputs, equipment, internet access, hygiene regulations, and beneficiary accessibility. The WFP facilitates product purchases from designated shops, based on available funding.

These interventions have improved the operational capacity and market reach of the cooperatives. The positive outcomes of this partnership have underscored the need to expand the MoU's scope to include more comprehensive support to a larger pool of primary agriculture cooperatives in the West Bank, such as providing tools, machinery, packaging, labeling resources, and coaching to build capacities on marketing and cooperative development. This expansion will further empower cooperatives to compete effectively and better serve their communities.

### Objective

The primary objective of this intervention is to improve the knowledge, skills, tools, and resources of 20 targeted cooperatives working in food processing, enhancing product quality and marketing. This includes conducting assessments, providing specialized training, and developing guidelines for quality assurance, efficient production practices, and identifying necessary tools and equipment for improved product quality and marketability.

### Expected outputs:

1. Improve the quality and packaging of cooperative products to meet consumer requirements and market standards.
2. Provide modern tools and equipment to improve production efficiency, enhance output quality, and reduce waste.
3. Increase awareness among members about market trends, consumer expectations, and sustainable practices
4. Assist cooperatives in designing attractive, market-ready packaging that complies with regulations.

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<sup>2</sup> [Draft policy guidelines for the promotion of decent work in the agri-food sector \(ilo.org\)](#)

### III. SCOPE OF WORK AND METHODOLOGY

The ILO seeks to partner with a specialized local Agriculture NGO to enhance product quality and marketing capacities of selected agricultural and food processing cooperatives. The assignment will target 20 cooperatives: 10 cooperatives selected in partnership with the WFP and 10 cooperatives supplying products to PACU Farmers' Market, selected by the ILO in coordination with FAO. Selection of targeted cooperatives will also be done in close coordination with the CWA. This assignment comes within the scope of the MoU between the ILO and WFP, and the implementing partner will implement the intervention in close coordination with both agencies.

The implementing partner will carry out the following tasks:

#### Selection and Profiling of Cooperatives

- The implementing partner, in close coordination with the ILO, WFP and the CWA, will select 20 primary agricultural cooperatives in the West Bank from 44 cooperatives from the WFP and PACU list. Selection criteria include women's and youth participation, operational status, appetite for product development and marketing improvement,
- Profile the marketing capacities of selected cooperatives on both the supply and demand sides, focusing on areas such as product development, quality, and marketing capacities  
Conduct a needs assessment for each selected cooperative identifying capacities and needs in areas of food processing and quality assurance. **The assessment should identify the best two food commodities per cooperative for targeted improvement in the consequent interventions.**

#### My.COOP Training for Selected Cooperatives

The implementing partner will work with an ILO certified trainer to deliver training on ILO training package My.COOP which focuses on the management of agricultural cooperatives, covering essential topics to strengthen their operations and impact. It consists of four modules:

1. Basics of Agricultural Cooperatives
2. Cooperative Service Provision
3. Supply of Farm Inputs
4. Cooperative Marketing

The objective is to equip target cooperatives staff with the skills to address challenges in market-oriented agricultural and products development, balancing members' interests, business opportunities, and social considerations.

While the training primarily focuses on cooperative management, marketing support is a key component within the "Cooperative Marketing" module. The course also indirectly contributes to products development, food security, sustainable resource use, and inclusive employment creation, aligning with broader development goals.

#### Traditional and Digital Marketing Training

- The implementing partner will deliver interactive workshops for the 20 selected cooperatives, covering key areas such as: Brand development, market research, competitive analysis, cost-effective marketing strategies like community events, social media marketing, content creation, and online advertising. The implementing partner will create user-friendly materials focused on traditional and digital marketing strategies, including branding, market research, and effective use of digital platforms

#### Food Processing and Quality Assurance Training

- The implementing partner will work closely with the ILO NGO to develop comprehensive training materials tailored to the selected cooperatives' needs, covering essential topics like food processing, quality assurance, and food safety. The training will incorporate workshops, hands-on demonstrations, and group discussions to foster

engagement and practical skill application through individual and collaborative activities. This approach aims to empower cooperatives, improve product quality, and enhance market competitiveness.

- Each training session will conclude with feedback sessions, allowing participants to share insights and challenges faced during the workshops, fostering a continuous improvement approach.
- Following the training, a comprehensive report will summarize the sessions, detailing participant engagement, key discussions, and overall effectiveness, along with a focused analysis on critical areas for value chain actors to enhance quality management and food safety.

### Provision of Tools and Equipment

Based on the results of the needs assessment conducted, the implementing partner will provide the targeted cooperatives with:

- Essential tools and equipment to enhance the cooperatives' production capabilities as moisture meters and pH testers.
- Advanced food processing equipment, including grinders, sealers, and packaging machines to improve production efficiency.
- Support the development of storage facilities to maintain product quality.

## IV. DELIVERABLES

The implementing partner is expected to submit the following deliverables to ensure the successful enhancement of marketing capacities and overall development of the targeted cooperatives:

1. A detailed inception report including:
  - A finalized list of 20 agricultural primary food processing cooperatives selected based on pre-agreed criteria in collaboration with the ILO.
  - An outline of the requirements for training workshops, tools, and inputs for each cooperative. The inception report should identify the best one food commodities per cooperative for targeted improvement based on the needs assessment.
  - A comprehensive training plan covering traditional and digital marketing, management, and food processing quality assurance. This will include training objectives, methodologies to be employed, training schedules, detailed materials and toolkits to be utilized.
2. Training materials used for workshops covering food processing, quality assurance, and food safety practices.
3. Detailed reports on all training workshop conducted, covering attendance, topics covered, participant feedback, and outcomes.
4. Collection of photos, videos, social media posts, and other promotional materials documenting all project activities, including training sessions, competitions, e-commerce access, and networking events.
5. Overall final report covering the whole intervention at end of the assignment, including a sustainability plan outlining how the results of the intervention will be sustained after the project's conclusion.

Deliverables	Indicative Deadline
Deliverable 1: Submission of the inception report is set within one month of signing the agreement. The report will include a workplan and timeline for the interventions under Section III of the TOR. This will include: A finalized list of 20 agricultural primary cooperatives, selected based on pre-agreed criteria in collaboration with the ILO; training material to be used for implementing trainings on traditional and digital marketing as well as food processing and quality assurance; cooperative profiles including assessment of tools and equipment needed to enhance the productivity and sustainability of the cooperatives.	28 February 2025
Deliverable 2: Submission of the first technical and financial reports. The narrative report will include discussion on progress to achieve results under the intervention, training materials used, workshop outcomes (including attendance, topics, and feedback), and audio-visual material created to document or promote activities implemented so far.	15 April 2025
Deliverable 3: Submission of the final technical and financial report covering the entire intervention, including a sustainability plan outlining how the results of the intervention will be sustained after the project's conclusion	15 May 2025

## V. REQUIRED QUALIFICATIONS

Interested bidders must meet the following requirements to be considered:

- Be recognized and/or registered as a Non-Governmental Agricultural Organization.
- At least 5 years of experience in designing and implementing interventions for cooperatives, especially in the agriculture sector, with a focus on cooperative development, business development services, and providing technical support for primary cooperatives.
- At least 5 years of experience in conducting capacity building programs in food processing, quality assurance, and marketing strategies for the agriculture sector.
- Proven experience in implementing innovative solutions for inclusive markets, with expertise in local agricultural markets, food security, and promoting women and youth inclusion.
- Have audited Review Reports through a Chartered Accountant/Institution. The reports should be made available as public documents and provided when required.
- Have strong technical and managerial capability.
- Demonstrate ability to produce well-rounded and concise progress reports and proactively seek to identify data gaps.
- Have strong gender-sensitive participatory approach (acknowledging the numerous obstacles to women's participation and setting up mechanisms for lifting those obstacles).
- Have adequate personnel and in-country organizational structures, including staff, field offices, vehicles, and access to communications. The staff must be reliable, qualified, and suitably experienced, with reasonable continuity in assignments.
- Have a transparent institutional framework with active grassroots participation, robust information systems, technical expertise, geographical presence, and proven ability to collaborate with ILO, WFP, and CWA.

## VI. SELECTION CRITERIA

The ILO invites qualified Agriculture NGOs that meet the above-mentioned required qualifications to submit technical and financial proposals. is required to submit both a technical and financial proposal based on the provided ToR. Technically responsive and financially viable entities will be chosen following ILO's rules/procedures on evaluation by ILO team of professionals.

## 1. Technical Proposal (70%)

The technical proposal should specify the interventions planned for implementation, detailing how they will be executed and their feasibility within the next five months. Longer-term interventions can be included, but follow-up actions must be outlined. The technical proposal (max 5 pages) will be evaluated with a 70% weight, and a minimum score of 50% is required to proceed to the financial evaluation. The technical proposal is expected to be submitted by the bidders in the following structure:

1. Each bidder should submit technical and financial proposals focused on cooperative development, business development services, and providing technical support for cooperatives.
2. Summary of the proposed methodology based on the “scope of work and activities” section above, implementation plan, and M&E plan.
3. Detailed work plan with a timetable related to the different activities.
4. CVs of Team leader and staff involved in the implementation demonstrating their capacity to conduct the assignment.

The evaluation process for the technical proposal will be conducted according to the following criteria:

Indicator	Score	Percent
<b>Relevant Experience and Expertise</b>		
<ul style="list-style-type: none"> <li>Demonstrated experience in working with agricultural cooperatives, particularly in food processing and marketing.</li> <li>Proven track record in delivering training on traditional and digital marketing strategies and food processing/quality assurance.</li> <li>Experience in managing similar projects, especially with multi-stakeholder coordination</li> <li>Knowledge of local agricultural markets and food security issues, with a focus on women and youth inclusion.</li> </ul>	20	<b>(30%)</b>
<b>Technical Approach and Methodology</b>		
<ul style="list-style-type: none"> <li>A detailed work plan and methodology, outlining criteria for selecting intervention beneficiaries.</li> <li>Clear approach for implementing marketing training (traditional and digital) and training on food processing/quality assurance.</li> <li>A clear methodology for conducting a comprehensive needs assessment to profile cooperatives and identify areas for product improvement.</li> <li>A clear plan that ensures the technical, financial and institutional sustainability of the intervention.</li> </ul>	35	<b>(50%)</b>
<b>Capacity and Resources</b>		
<ul style="list-style-type: none"> <li>Organizational capacity, adequate resources and qualified personnel to carry out the interventions, including trainers, facilitators, and technical experts.</li> </ul>	15	<b>(20%)</b>

<ul style="list-style-type: none"> <li>• Access to modern tools and equipment for food processing and marketing, and ability to provide necessary training support.</li> <li>• Ability to coordinate and collaborate effectively with the ILO, WFP, and CWA.</li> </ul>		
<b>Total</b>	<b>70</b>	<b>100%</b>

The bidder is expected to include specific targets for activities mentioned under the “assignment” section in their technical and financial proposals. The financial proposal (no longer than 2 pages) will have a 30% weight. The bidders shall complete the financial proposal and submit both Excel and PDF versions. The financial proposal will be evaluated based on the level of details/disaggregated information, price reasonableness, and overall cost.

## 2. Financial Proposals (30%)

The financial proposal will have a 30% weight and will be evaluated based on price reasonableness and overall cost.

Deliverables shall be submitted in line with the requirements explained in this TOR within the deadlines. The deliverables are subject to the approval of the ILO.

## VII. SUPERVISION AND LOGISTICAL ARRANGEMENTS

The implementing partner will report directly to the National Project Coordinator in ILO Jerusalem under the overall guidance of the ILO Office Representative in Jerusalem with technical backstopping from the Cooperative, Social and Solidarity Economy Unit (COOP/SSE) in ILO Headquarters.

## VIII. TIMEFRAME

This assignment will be implemented over a period of 4 months from the date of the agreement signature to start on 27 January 2025, to 15 May 2025 - including the preparation phase. The partner is responsible for informing the ILO in advance in case of any unforeseen delays or changes.

## IX. PAYMENT SCHEDULE

The Payment Schedule will be agreed upon with the selected organization during the contract awarding phase, according to ILO rules and regulations, while adhering to the feasible implementation of the corresponding assignment.

## X. PROPOSAL SUBMISSION PROCEDURE

The bidding organization must submit technical and financial proposals in separate digital folders naming each folder respectively “**Technical Proposal**” and “**Financial Proposal**”.

**In addition, the bidder should submit the following:**

1. ILO Implementation Agreements: Implementing Partner Certification
2. Signed ILO Terms and Conditions.

**Applications should be submitted by email to [jrs-procurement@ilo.org](mailto:jrs-procurement@ilo.org).** Both financial and technical proposals should be valid for 90 days.

Questions from potential bidders on any section of this TOR are welcome. Please send relevant questions to the email above and the ILO will provide feedback on your queries within 2 working days.

The **deadline for submission of technical and financial proposals is 10 January 2025 at 16:00 Palestinian time** to be scored according to the technical evaluation table mentioned above combined with the financial proposal.